United Nations A/54/6 (Sect. 27C)

General Assembly

Distr.: General
7 April 1999

Original: English

Fifty-fourth session

Proposed programme budget for the biennium 2000–2001*

Part VIII
Common support services

Section 27C
Office of Human Resources Management

(Programme 24 of the medium-term plan for the period 1998–2001)

Contents

		Page
Overview		2
A.	Executive direction and management	7
B.	Programme of work	9
1.	Operational services	9
2.	Specialist services	14
3.	Medical services	20
C.	Training and staff development programmes	23

* The present document contains section 27C of the proposed programme budget for the biennium 2000–2001. The complete proposed programme budget will subsequently be issued in final printed form as *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 6* (A/54/6/Rev.1).

99-09911 (E) 190499

Section 27C
Office of Human Resources Management

(Programme 24 of the medium-term plan for the period 1998–2001)

Overview

27C.1 Subprogramme 24.3, Human resource management, of programme 24, Management and central support services, of the medium-term plan for the period 1998–2001 as revised (A/53/6/Rev.1), provides a general guide to the activities and strategies to be implemented by the Office of Human Resources Management. The responsibilities of the Office are set out in Secretary-General's bulletin ST/SGB/1998/12. The primary objective of the subprogramme is to continue to develop, implement and sustain a modern human resources management system that ensures that the Secretariat can carry out its functions efficiently and effectively.

27C.2 With the adoption of its resolution 49/222 A of 23 December 1994, the General Assembly set in motion a strategy to reform the management of the human resources of the Secretariat. Progress in the implementation of the strategy was reviewed by the Assembly at its fifty-first session and noted in its resolution 51/226 of 3 April 1997, whereby the Assembly called upon the Secretary-General to pursue the full implementation of his strategy as soon as possible, bearing in mind the provisions of that resolution.

27C.3 In his report entitled "Renewing the United Nations: a programme for reform" (A/51/950), the Secretary-General set forth a new vision for management that would support a more relevant and more effective United Nations and better servicing of Member States and for the modernization of the management of human resources of the Organization. It included a vision for strengthening the staff of the United Nations and stressed the need to move away from labour-intensive day-to-day staff administration and mechanical compliance with complex rules and cumbersome processes. Key human resources issues, such as geographical distribution and gender balance in the Secretariat, a succession programme to cope with projected retirements over the next decade and a needed change in the management culture of the Organization came to the fore. Action 18 of the Secretary-General's proposals included concrete steps in recruitment and placement, human resources planning, career service and compensation packages, career development and mobility, performance management and staff-management consultation. By its resolution 52/12 A of 12 November 1997, the General Assembly commended the efforts and initiatives of the Secretary-General aimed at reforming the United Nations and called upon him to implement the actions proposed, taking into account the views and comments expressed by Member States.

27C.4 In line with his strategy for reform, the Secretary-General established a Task Force for Human Resources Management Reform for the purpose of conducting a thorough review of the human resources management of the Organization. The Task Force conducted its review during the first half of 1998 and presented its recommendations to the Secretary-General in September 1998. The basic conclusion made by the Task Force was that while changes in policies, processes and systems were essential, they could not by themselves bring about a radical transformation of human resources management in the Secretariat. They would have to be accompanied by a strategic shift in underlying attitudes and behaviours. It was necessary to create a global organizational culture that valued responsiveness and accountability while rewarding innovation, high performance, managerial excellence and continuous learning. Such a fundamental cultural change required time, a process of continuous communication throughout the Organization, the broadest possible participation and dedication of adequate resources to see the process through.

27C.5 In his report to the General Assembly at its fifty-third session (A/53/414), the Secretary-General proposed a programme for the reform of human resources management in the Organization. The programme builds on the strategy adopted by the Assembly in 1994 and draws upon the recommendations of the Task Force and extensive consultations with staff and managers. In that programme the Secretary-General committed himself to creating an organizational culture that was responsive and results-oriented, that rewarded creativity and innovation and that promoted continuous learning, high performance and managerial

excellence. In order to undertake and accomplish those tasks, the Office of Human Resources Management must delegate administrative functions to the heads of departments and offices and concentrate on areas of human resources planning, human resources information management systems, career development and provision of advice and support while monitoring the delegation of authority to sectoral and line managers of the Secretariat. The Office will play a key role by working with programme managers to attract, develop and retain personnel of the highest calibre who are dedicated to meeting the challenges facing the Organization. It will intensify its efforts to develop principles and policies, establish guidelines, streamline procedures, provide advice and monitor compliance with human resources policy while maintaining central functions such as management of mobility-related issues and reassignments of staff, implementation of Organization-wide core staff development programmes, administration of those common personnel services that are more cost-effective when administered centrally and follow-up on accountability.

27C.6 In line with the above objectives, during the biennium 2000–2001, the Office would focus on: (a) progressive implementation of a staff training and development programme, including Organization-wide training and learning coordination; (b) concentration of its resources in designated areas to manage the process of delegation of authority and the monitoring and accountability systems, utilizing the particular advantages of the Integrated Management Information System (IMIS); and (c) contributing to the staff-management global consultative process. That would require the concentration of resources in priority areas of the Office through internal redeployment to the extent possible as well as the further strengthening of priority areas through the addition of resources.

27C.7 For the biennium 2000–2001, the overall structure of the Office will remain essentially the same, comprising the Office of the Assistant Secretary-General and three divisions: the Operational Services Division, the Specialist Services Division and the Medical Services Division. As detailed under the various subprogrammes, minor changes were proposed to rationalize the new functions or to emphasize new work priorities, in support of the reform of human resources management. Many of the traditional functions of the Office must continue to be performed until delegation of authority can be completed. During the biennium, the Office will be performing those functions while at the same time evolving into an office that develops policy, monitors delegation and provides advice and guidance while at the same time performing those human resources management functions that are best performed centrally. Therefore, during the first half of the biennium, the Office would need to be in a position to develop guidelines, train those to whom authority is to be delegated and make the necessary changes to the administrative instructions so that the processes can be delegated. In order to meet those challenges, the Office has begun developing a monitoring capacity that would allow for providing guidance and support to those offices to which authority has been delegated. During the biennium 2000–2001, the Office intends to continue to review its staff and non-staff resource requirements with the intent of redeploying resources as required by specific contingent actions.

27C.8 The regular budget requirements proposed under this section ($46,311,400) reflect an increase of $1.6 million, or 3.6 per cent, as compared with the 1998–1999 revised appropriation. The increase is mainly attributable to the global staff training and development activities that would have received priority attention within the Office during the biennium. The regular budget resources would be supplemented by extrabudgetary funding derived mainly from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations. For the biennium 2000–2001, that component would amount to $4,623,500. Those resources would be utilized to maintain additional staff capacity to provide services related to extrabudgetary activities, funds and programmes, as well as to meet some of the operational costs of those services.

27C.9 The estimated percentage distribution of the total resources for the Office for the biennium 2000–2001 under this section would be as follows:

	Regular budget	*Extra-budgetary*
	(percentage)	
A. Executive direction and management	9.0	–
B. Programme of work		
1. Operational services	27.7	16.8
2. Specialist services	23.5	24.5
3. Medical services	6.2	51.0
C. Training and staff development programmes	33.6	7.7
Total	**100.0**	**100.0**

Table 27C.1 Summary of requirements by component

(Thousands of United States dollars)

(1) *Regular budget*

Component	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
A. Executive direction and management	3 462.4	3 961.2	209.6	5.2	4 170.8	235.1	4 405.9
B. Programme of work							
1. Operational services	14 485.5	12 679.9	119.3	0.9	12 799.2	734.9	13 534.1
2. Specialist services	12 986.2	11 048.7	(232.4)	(2.1)	10 816.3	645.1	11 461.4
3. Medical and employee assistance	3 436.3	2 786.1	95.6	3.4	2 881.7	153.9	3 035.6
C. Training and staff development programmes	8 799.5	14 199.9	1 443.5	10.1	15 643.4	760.0	16 403.4
Total	**43 169.9**	**44 675.8**	**1 635.6**	**3.6**	**46 311.4**	**2 529.0**	**48 840.4**

(2) *Extrabudgetary resources*

1996–1997 expenditures	1998–1999 estimates	Source of funds	2000–2001 estimates
		(a) Services in support of:	
		(i) United Nations organizations	
160.0	2 002.1	Support to extrabudgetary administrative structures	2 003.5
		(ii) Extrabudgetary activities	
–	10.0	Support to extrabudgetary substantive activities	–
186.3	196.6	Technical cooperation reimbursement resources	196.6
2 007.3	2 828.4	Peacekeeping operations	2 395.2
		(b) Substantive activities	
1.7	–	French Language Trust Fund	28.2
82.7	109.6	Secretariat News Trust Fund	–
2.5	–	Trust Fund for Staff Health Promotion	–
26.1	–	Trust Fund to Support the Survey of United Nations Staff on Harassment in the Workplace	–
–	–	(c) Operational projects	–
2 466.6	**5 146.7**	**Total**	**4 623.5**
45 636.5	**49 822.5**	**Total (1) and (2)**	**53 463.9**

Table 27C.2 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	1996–1997 expenditures	1998–1999 appropriations	Resource growth		Total before recosting	Recosting	2000–2001 estimates
			Amount	Percentage			
Posts	29 271.8	27 330.1	(756.3)	(2.7)	26 573.8	1 569.9	28 143.7
Other staff costs	2 961.4	1 225.6	682.9	55.7	1 908.5	92.8	2 001.3
Consultants and experts	68.7	62.2	11.5	18.4	73.7	3.6	77.3
Travel	537.1	585.7	95.0	16.2	680.7	33.0	713.7
Contractual services	9 080.2	14 463.7	1 443.5	9.9	15 907.2	772.7	16 679.9
General operating expenses	171.2	294.6	59.0	20.0	353.6	17.1	370.7
Hospitality	4.4	7.5	–	–	7.5	0.4	7.9
Supplies and materials	466.0	360.1	–	–	360.1	17.6	377.7
Furniture and equipment	609.1	346.3	100.0	28.8	446.3	21.9	468.2
Total	**43 169.9**	**44 675.8**	**1 635.6**	**3.6**	**46 311.4**	**2 529.0**	**48 840.4**

(2) *Extrabudgetary resources*

1996-1997 expenditures	1998-1999 estimates	Object of expenditure	2000-2001 estimates
2 328.0	4 137.9	Posts	3 698.9
69.7	677.8	Other staff costs	633.8
26.1	–	Consultants and experts	–
–	14.5	Travel	–
30.9	268.6	Contractual services	262.6
1.3	37.9	General operating expenses	–
4.0	10.0	Supplies and materials	28.2
6.6	–	Furniture and equipment	–
Total	**2 466.6**	**5 146.7**	**4 623.5**
Total (1) and (2)	**45 636.5**	**49 822.5**	**53 463.9**

Table 27C.3 **Post requirements**

Organizational unit: Office of Human Resources Management

	Established posts		Temporary posts					
	Regular budget		Regular budget		Extrabudgetary resources		Total	
	1998-1999	2000-2001	1998-1999	2000-2001	1998-1999	2000-2001	1998-1999	2000-2001
Professional category and above								
ASG	1	1	–	–	–	–	1	1
D-2	3	3	–	–	–	–	3	3
D-1	5	5	–	–	–	–	5	5
P-5	16	16	–	–	2	2	18	18
P-4/3	35	35	–	–	8	6	43	41
P-2/1	10	10	–	–	–	–	10	10
Total	**70**	**70**	**–**	**–**	**10**	**8**	**80**	**78**
General Service category								
Principal level	13	13	–	–	3	3	16	16
Other level	80	77	–	–	12	12	92	89
Total	**93**	**90**	**–**	**–**	**15**	**15**	**108**	**105**
Grand total	**163**	**160**	**–**	**–**	**25[a]**	**23[b]**	**188**	**183**

[a] Posts in support of extrabudgetary administrative structures: one P-5, one P-4, nine General Service (three Principal level and six Other level); posts financed from technical cooperation reimbursement resources: one P-3; posts financed from the support account for peacekeeping operations: one P-5, five P-4, one P-3 and six General Service (Other level).

[b] Posts in support of extrabudgetary administrative structures: one P-5, one P-4, nine General Service (three Principal level and six Other level); posts financed from technical cooperation reimbursement resources: one P-3, posts financed from the support account for peacekeeping operations: one P-5, four P-4 and six General Service (Other level).

A. Executive direction and management

Table 27C.4 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	3 219.4	3 546.1	–	–	3 546.1	204.8	3 750.9
Other staff costs	62.2	88.1	114.6	130.0	202.7	9.8	212.5
Travel	26.5	186.8	95.0	50.8	281.8	13.7	295.5
Contractual services	45.6	42.8	–	–	42.8	2.0	44.8
General operating expenses	96.0	73.4	–	–	73.4	3.6	77.0
Hospitality	2.3	5.1	–	–	5.1	0.2	5.3
Supplies and materials	–	10.4	–	–	10.4	0.6	11.0
Furniture and equipment	10.4	8.5	–	–	8.5	0.4	8.9
Total	**3 462.4**	**3 961.2**	**209.6**	**5.2**	**4 170.8**	**235.1**	**4 405.9**

Table 27C.5 **Post requirements**

Organizational unit: Office of the Assistant Secretary-General

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998–1999	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*
Professional category and above								
ASG	1	1	–	–	–	–	1	1
P-5	2	2	–	–	–	–	2	2
P-4/3	5	5	–	–	–	–	5	5
Total	**8**	**8**	**–**	**–**	**–**	**–**	**8**	**8**
General Service category								
Principal level	3	3	–	–	–	–	3	3
Other level	10	10	–	–	–	–	10	10
Total	**13**	**13**	**–**	**–**	**–**	**–**	**13**	**13**
Grand total	**21**	**21**	**–**	**–**	**–**	**–**	**21**	**21**

27C.10 The Assistant Secretary-General for Human Resources Management provides the Secretary-General, through the Under-Secretary-General for Management, with advice and support on all matters that relate to the direction and coordination of human resources management strategies, policies and programmes throughout the Secretariat, as implemented by the Office of Human Resources Management or through delegated authority, in particular those ensuing from the Secretary-General's strategy for the management of the Organization's human resources; represents the Secretary-General on matters pertaining to human resources management vis-à-vis representatives of Member and Observer States at meetings of the Main Committees of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, and other intergovernmental bodies, international organizations, governmental and non-governmental organizations, the International Civil Service Commission (ICSC) and other programmes and organizations of the United Nations system, through the Administrative Committee on Coordination and its subsidiary bodies, and representatives of the media; and represents management in the conduct of staff-management consultations,

as envisaged in article VIII of the Staff Rules. In discharging her responsibilities, the Assistant Secretary-General is assisted by her immediate office. The office supports the Assistant Secretary-General in the direction and supervision of the Office of Human Resources Management and is responsible for the organization of the work of substantive divisions, monitoring and following up on the implementation of the approved programme of work. In the context of servicing of the General Assembly, it is envisaged that the Assistant Secretary-General and her immediate office would service approximately 15 formal meetings and 50 informal consultations of the Fifth Committee and approximately 10 meetings of the Advisory Committee on Administrative and Budgetary Questions on issues of human resources management during the biennium. The immediate office is also responsible for issuing publications such as *Secretariat News* and *Human Resources Management Highlights*, as well as maintenance of a cyber-forum for the exchange of views with staff on various aspects of human resources management.

Resource requirements (at current rates)

Posts

27C.11 The estimated requirements of $3,546,100 would provide for the posts indicated in table 27C.5.

Other staff costs

27C.12 The provision of $202,700, including an increase of $114,600, would cover general temporary assistance ($198,600) and overtime ($4,100) in relation to additional staff requirements expected during the fifty-fifth and fifty-sixth sessions of the General Assembly and the Office's component of the preparation of draft studies for Volume II of Supplement 6 of the *Repertory of Practice of United Nations Organs*.

Travel

27C.13 A provision of $281,800, reflecting an increase of $95,000, would cover: (a) attendance by the Assistant Secretary-General or her designated representatives at sessions of the Consultative Committee on Administrative Questions and ICSC and visits to offices away from Headquarters to offer periodic guidance on human resources management operational issues and policy ($14,000); and (b) requirements for the travel of management and staff participants to the Staff-Management Coordination Committee ($267,800). The resource growth of $95,000 is attributable to the latter requirements in the light of the Staff-Management Coordination Committee's decision, approved by the Secretary-General, to hold two sessions per year rather than one, as was done previously.

Contractual services

27C.14 A provision of $42,800, at maintenance level, would cover external printing of forms and stationery used by the Office of the Assistant Secretary-General.

General operating expenses

27C.15 The estimated requirements of $73,400, at maintenance level, relate to communications costs of the Office as a whole ($52,300) and provision for the communications needs of the New York Staff Union and the secretariats of the Coordinating Committee for Independent Staff Unions and Associations of the United Nations System and the Association of Former International Civil Servants ($21,100).

Hospitality

27C.16 A provision of $5,100 is requested to reimburse staff members not entitled to representation allowance for hospitality extended during sessions of the General Assembly, the inter-agency subsidiary bodies and the Staff-Management Coordination Committee.

Supplies and materials

27C.17 A provision of $10,400 is requested under this heading for the purchase of specialized supplies.

Furniture and equipment

27C.18 A provision of $8,500 relates to the replacement of office automation equipment.

B. Programme of work

1. Operational services

Table 27C.6 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	13 346.2	11 758.1	(645.4)	(5.4)	11 112.7	653.1	11 765.8
Other staff costs	655.3	491.9	674.0	137.0	1 165.9	56.6	1 222.5
Travel	258.0	77.2	–	–	77.2	3.7	80.9
Contractual services	68.8	221.0	–	–	221.0	10.7	231.7
General operating expenses	21.7	91.6	57.9	63.2	149.5	7.2	156.7
Supplies and materials	36.3	16.1	8.0	49.6	24.1	1.2	25.3
Furniture and equipment	99.2	24.0	24.8	103.3	48.8	2.4	51.2
Total	**14 485.5**	**12 679.9**	**119.3**	**0.9**	**12 799.2**	**734.9**	**13 534.1**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
		(i) Extrabudgetary United Nations organizations	
–	–	Administrative structures	–
		(ii) Extrabudgetary activities	
–	196.6	Technical cooperation reimbursement resources	196.6
1 022.1	1 013.0	(iii) Peacekeeping operations	579.8
		(b) Substantive activities	
		Trust Fund to Support the Survey of United Nations Staff on Harassment in the Workplace	
26.1	–		–
–	–	(c) Operational projects	–
1 048.2	**1 209.6**		**776.4**
15 533.7	**13 889.5**		**14 310.5**

Table 27C.7 **Post requirements**

Organizational unit: Operational Services Division

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998–1999	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*
Professional category and above								
D-2	1	1	–	–	–	–	1	1
D-1	2	2	–	–	–	–	2	2
P-5	7	7	–	–	–	–	7	7
P-4/3	16	16	–	–	4	2	20	18
P-2/1	3	3	–	–	–	–	3	3
Total	**29**	**29**	**–**	**–**	**4**	**2**	**33**	**31**
General Service category								
Principal level	5	5	–	–	–	–	5	5
Other level	36	34	–	–	3	3	39	37
Total	**41**	**39**	**–**	**–**	**3**	**3**	**44**	**42**
Grand total	**70**	**68**	**–**	**–**	**7[a]**	**5[b]**	**77**	**73**

[a] Posts financed from technical cooperation reimbursement resources (one P-3); posts financed from the support account for peacekeeping operations (two P-4, one P-3 and three General Service (Other level)).

[b] Posts financed from technical cooperation reimbursement resources (one P-3); posts financed from the support account for peacekeeping operations (one P-4 and three General Service (Other level)).

27C.19 The Operational Services Division provides integrated support services in four areas: planning, information management, staffing support and staff administration. During the biennium 2000–2001, the main task of the Division will be monitoring the pace and progress of the implementation of human resources management reform, including policies, actions and trends, in particular delegation of authority to departments and offices. For adequate response to that challenge, the Monitoring and Reporting Unit, comprising two posts, has been created within the Division through internal redeployment of posts.

27C.20 With the progressive delegation of authority for human resources management to substantive departments and offices, the Division will concentrate on automation, streamlining and simplification of administrative processes. Particular attention will be given to the integration of activities affecting recruitment, placement and staff administration so as to reduce the time and resources needed to fill vacancies and to recruit new staff.

27C.21 In the area of human resources planning, the focus will remain on providing integrated global analyses, forecasts and projections, improving the information and projections needed by programme managers to plan, manage and fulfil their human resources needs and providing to legislative bodies and Member States forward-looking scenarios for assessing change. Building on such applications as the skills inventory and succession planning, new functionalities will be developed, both alongside IMIS to complement existing capabilities and within that system, in order to underpin strategic decision-making in human resources management. In the longer term, human resources planning and reporting will become platforms for assessing the future needs of the Organization.

27C.22 In the area of information management, priority will be given to the completion of a global information system on human resources, which in turn can be used for monitoring purposes and which will be available for reporting to legislative bodies. Long-term maintenance and support of IMIS will receive particular

attention. That would include strengthening of the IMIS reporting capacity, developing new desk procedures, enhancing the functionality of the system and enlarging the help desk capacity to ensure that an adequate infrastructure is in place and that services meet the requirements of all users in the environment of delegated authority for human resources management. That would also require the adoption of IMIS and local data systems in the offices away from Headquarters. Furthermore, considerable investment would be made for training user departments and offices in IMIS desk procedures, in the application of monitoring and accountability mechanisms and in managerial training through IMIS.

Outputs

27C.23 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies*

(i) Substantive servicing of meetings. Approximately 15 formal meetings and 20 informal consultations of the Fifth Committee and approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on issues of human resources planning, filling of vacancies, delegation of authority, management of information and staff administration;

(ii) Parliamentary documentation. Periodic reports to the General Assembly on the composition of the Secretariat, the status of filling vacancies, the use of consultants and retirees and other aspects of the use of human resources as required, including the introduction or amendment of policies and practices; drafting of conference room papers and provision of additional information on human resources management topics, including planning, contractual status of personnel, gender balance, the system of desirable ranges and the hiring and separation of staff;

(b) *Monitoring services*

(i) Monitoring of the implementation of the Staff Rules by departments and offices at Headquarters and offices away from Headquarters, as appropriate in view of the delegation of authority;

(ii) Provision of support and advice to programme managers on issues related to implementation of the Staff Regulations and Staff Rules and personnel policies; and taking of corrective action where necessary;

(iii) Monitoring of compliance with personnel policies, including review of local mechanisms for monitoring and human resources management established by departments and offices at Headquarters and by offices away from Headquarters to which delegation of authority on personnel matters has been granted, such as promotions, conversion of fixed-term appointments, short-term recruitment, special post allowances and entitlements; and development of new approaches and formats for monitoring and reporting where appropriate;

(iv) Support to mechanisms of accountability, in terms of both managerial and individual staff responsibilities;

(c) *Administrative support services*

(i) Recruitment, placement and promotion of Professional staff

a. Recruitment of approximately 300 Professional staff per year for posts subject to geographical distribution, including preparation of vacancy announcements and advertisements, submission of qualified candidates to departments, interviews of candidates, recommendations to appointment and promotion bodies and requests for government releases and visas;

b. Recruitment of approximately 250 staff per year for humanitarian missions;

c. Oversight of processing by departments and offices of approximately 1,000 special service agreements annually for consultants and individual contractors;

d. Placement and promotion of approximately 350 Professional staff annually;

e. Placement of approximately 200 candidates per year who have passed national competitive examinations;

(ii) Recruitment and placement of staff in the General Service and related categories

a. Evaluation of approximately 15,000 applications and interviewing of approximately 8,000 potential candidates each year;

b. Issuance of vacancy notices as required;

c. Communication with prospective candidates: approximately 1,500 letters and 30,000 telephone and walk-in enquiries each year concerning employment opportunities at Headquarters;

d. Short-term recruitment of approximately 350 staff at Headquarters each year; recruitment of approximately 40 support staff each year for United Nations information centres;

e. Placement of approximately 300 staff members each year, including those resulting from specialized examinations, and placement of security officers and public information assistants at Headquarters;

(iii) Vacancy management

a. Provision of IMIS data on projected staff movements by departments and offices; and consultations with departments and offices on issues of short-term staffing and skill needs;

b. Issuance of vacancy notices and bulletins; and interviewing and screening of candidates in order to fill vacancies;

(iv) Staffing support

a. Maintenance of rosters by occupational group; working with departments to evaluate approximately 8,000 applications a year; conduct of initial screening and interviews; and checking of references;

b. Close coordination with departments to identify vacancies; issuance of vacancy notices to replenish occupational group rosters; placement of advertisements of posts and priority vacancies; and posting of computerized vacancy announcements and applications;

c. Searches for qualified candidates for key positions, with particular attention to women candidates and those from unrepresented and under-represented Member States;

d. Provision of rosters of qualified candidates for recruitment by departments; strengthening the rosters of external candidates in cooperation with Member States and through networking with professional associations; and conduct of recruitment campaigns and missions to fill vacancies and replenish rosters;

e. Mailing of recruitment information to women's organizations and professional associations (approximately 400 letters per year); and communication with prospective candidates and Member States on recruitment matters;

f. Special reports providing statistics on P-1, P-2 and P-3 vacancies and projections for the Central Examination Board;

(v) Separation

a. Conduct of exit interviews with staff to determine reasons for separation from service;

b. Briefing of retiring staff in coordination with the Staff Counsellor's Office and the United Nations Joint Staff Pension Fund;

c. Monitoring and reporting of reasons for separation;

(vi) Staff administration

a. Monitoring the consistency of the application of the Staff Regulations and Staff Rules and administrative instructions in individual cases;

b. Administration of staff in accordance with the Staff Regulations and Staff Rules:

i. Initial offers of appointment (approximately 2,500 per year) and monitoring of approximately 7,000 extensions of appointment per year;

ii. Review of contractual status of approximately 55 Professional staff for conversion to career appointment; review of contractual status of Language Service staff recruited through competitive examinations; review of the contractual status of approximately 700 staff in the General Service and related categories for conversion to career appointment;

iii. Counselling for career growth and on personnel problems and compliance with provisions governing the status, basic rights and duties of staff;

iv. Advice to management and staff on all aspects of human resources management policies and staff administration;

v. Contribution to joint staff-management bodies on personnel policies and staff welfare and on early identification and resolution of potential problems;

vi. Servicing the appointment and promotion bodies and departmental placement and promotion panels; and participation in management working groups;

c. Monitoring of the administration of benefits and allowances of approximately 7,000 staff, carried out under delegated authority;

d. Review of the Staff Rules to ensure their consistency with administrative issuances; and drafting of proposals for revisions to the Staff Rules;

e. Induction of approximately 2,500 staff a year to advise them of their obligations under the Staff Regulations and Staff Rules;

f. Review of individual classification requests for posts in the Professional category and above and in the Field Service and the General Service and related categories at Headquarters.

Resource requirements (at current rates)

Posts

27C.24 The estimated requirements ($11,112,700), reflecting a decrease of $645,400, would provide for the continuation of the posts indicated in table 27C.7. The decrease in resources relates to: (a) the proposed abolition of two General Service (Other level) posts ($221,800) as a result of reduced workload due to the implementation of the first phase of the delegation of human resources management functions to substantive departments and offices; and (b) the delayed negative growth of the cost of the posts (two P-3, one P-2 and three General Service (Other level)) abolished in the Office effective 1 January 1999 ($423,600) in the context of the programme budget for the biennium 1998–1999.

Other staff costs

27C.25 The proposed resources under this heading ($1,165,900), including a proposed resource increase of $674,000, would cover: (a) general temporary assistance requirements in relation to additional costs for the operation, maintenance and support of IMIS, as well as for additional support during periods of peak workload and replacement of staff on maternity leave ($1,146,300 in total); and (b) overtime ($19,600) to cover periods of peak workload. The increase of $674,000 represents the cost equivalent of eight positions

(one P-3, two P-2/1 and five General Service, including two at the Principal level), which were estimated as additional resources needed for the operation, support and maintenance of IMIS in the Office, in particular its Releases 1 and 2.

Travel

27C.26 The provision of $77,200, at maintenance level, will cover travel to offices away from Headquarters for briefings and/or training of staff on human resources issues and for monitoring and auditing of the uniform application of policies, rules and procedures under the delegation of authority to offices away from Headquarters (one visit to each office away from Headquarters each year).

Contractual services

27C.27 A provision of $221,000, at maintenance level, would cover costs associated with the input of personnel record data into electronic form (IMIS) ($92,600) and advertising ($128,400).

General operating expenses

27C.28 Total requirements of $149,500, reflecting an increase of $57,900, relate to the rental and maintenance of office automation equipment and the Division's share of the maintenance and support of the local-area network (LAN) technical infrastructure (including central servers) necessary for the support of the central management services such as e-mail and UNIX for IMIS.

Supplies and materials

27C.29 A provision of $24,100, reflecting an increase of $8,000, based on past expenditure patterns, is requested for office supplies and materials.

Furniture and equipment

27C.30 A provision of $48,800, reflecting an increase of $24,800, is requested for the purchase of data-processing equipment and the replacement of office automation equipment.

2. Specialist services

Table 27C.8 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	10 155.1	9 714.3	–	–	9 714.3	591.4	10 305.7
Other staff costs	1 949.9	508.8	(66.0)	(12.9)	442.8	21.5	464.3
Consultants and experts	68.7	62.2	11.5	18.4	73.7	3.6	77.3
Travel	240.8	310.4	(7.8)	(2.5)	302.6	14.7	317.3
Contractual services	166.3	–	–	–	–	–	–
General operating expenses	52.0	111.8	(14.3)	(12.7)	97.5	4.7	102.2
Hospitality	2.1	2.4	–	–	2.4	0.2	2.6
Supplies and materials	29.4	62.3	(36.5)	(58.5)	25.8	1.2	27.0
Furniture and equipment	321.9	276.5	(119.3)	(43.1)	157.2	7.8	165.0
Total	**12 986.2**	**11 048.7**	**(232.4)**	**(2.1)**	**10 816.3**	**645.1**	**11 461.4**

(2) *Extrabudgetary resources*

1996–1997 expenditures	1998–1999 estimates	Source of funds	2000–2001 estimates
		(a) Services in support of:	
		(i) United Nations organizations	
140.6	293.4	Support of extrabudgetary administrative structures	293.4
		(ii) Extrabudgetary activities	
186.3		Technical cooperation reimbursement resources	
292.2	837.9	Peacekeeping operations	837.9
		(b) Substantive activities	
82.7	109.6	Secretariat News Trust Fund	–
–	–	(c) Operational projects	–
Total	**701.8**	**1 240.9**		**1 131.3**
Total (1) and (2)	**13 688.0**	**12 289.6**		**12 592.7**

Table 27C.9 **Post requirements**

Organizational unit: Specialist Services Division

	Established posts		Temporary posts					
	Regular budget		Regular budget		Extrabudgetary resources		Total	
	1998–1999	2000–2001	1998–1999	2000–2001	1998–1999	2000–2001	1998–1999	2000–2001
Professional category and above								
D-2	1	1	–	–	–	–	1	1
D-1	2	2	–	–	–	–	2	2
P-5	6	6	–	–	–	–	6	6
P-4/3	13	13	–	–	3	3	16	16
P-2/1	7	7	–	–	–	–	7	7
Total	**29**	**29**	**–**	**–**	**3**	**3**	**32**	**32**
General Service category								
Principal level	3	3	–	–	–	–	3	3
Other level	26	26	–	–	1	1	27	27
Total	**29**	**29**	**–**	**–**	**1**	**1**	**30**	**30**
Grand total	**58**	**58**	**–**	**–**	**4[a]**	**4[a]**	**62**	**62**

[a] Posts in support of extrabudgetary administrative structures: one P-4; posts financed from the support account for peacekeeping operations: two P-4 and one General Service (Other level).

27C.31 The Specialist Services Division incorporates activities relating to a wide range of human resources management policy issues. Its primary objective is to support the Secretary-General's reform effort by promoting management change in the Organization and to assist managers and staff to carry out mandated programmes more effectively while at the same time achieving job and career satisfaction. The Division aims to promote organizational culture change through the provision of Secretariat-wide staff development programmes; to assist in building the current and future human resources capacity of the Organization by streamlining and strengthening competitive entry processes and identifying and developing through targeted

training programmes the core and managerial competencies required of the international civil service in a rapidly changing environment; to support decentralization, delegation of authority and process simplification; to contribute to the development of competitive conditions of service to enable recruitment and retention of the best qualified staff; to promote equity in the workplace through improved handling of disputes and disciplinary cases; to institutionalize performance management throughout the Secretariat and to develop organizational incentives; and to promote a culture of continuous learning.

27C.32 The major activities for which the Division is responsible are the competitive entry processes by which staff enter the Organization, including national competitive examinations and competitive examinations for promotion to the Professional category of staff members from other categories, as well as testing for General Service staff; global staff development and learning programmes; performance management, including the implementation of the performance appraisal system Secretariat-wide; career development and support; compensation and classification policies, salary surveys, job classification appeals and organizational structure reviews; coordination with other organizations of the common system with respect to the formulation of system-wide policies regarding salaries, allowances and conditions of service of staff; investigation, dispute resolution and litigation in connection with appeals and disciplinary cases; staff counselling and advisory services; and administration of the Secretariat internship programme.

27C.33 The Division has broad responsibility in representing the United Nations in inter-agency bodies such as the Consultative Committee on Administrative Questions and the Organizational Committee of the Administrative Committee on Coordination, as well as in ICSC, thereby contributing to system-wide policy-making on human resources management issues, including compensation and conditions of service of staff, and to developing a human resources management network throughout the common system to ensure that the Secretariat fully benefits from the experience of other organizations. The Division also provides specialized advisory services with respect to conditions of service to common system staff worldwide.

27C.34 Other areas of the Division's work reaching beyond the Secretariat are the chairmanship of the Working Group on Personnel Services, which aims to extend common service arrangements when they can result in more cost-effective services, and liaison with the United Nations Staff College project, which aims to supplement individual organizational training programmes, strengthen coordination and ensure better operational effectiveness, particularly in areas that cut across traditional lines of organizational responsibility.

27C.35 For the biennium 2000–2001, the major objectives of the Division are:

(a) To improve the Organization's ability to recruit and promote staff of the highest calibre through the competitive examination processes, with particular attention to improving geographical distribution;

(b) To build organizational capacity and contribute to the creation of a results-oriented culture that promotes high performance, continuous learning and managerial excellence and accountability;

(c) To increase career support mechanisms for staff at all levels;

(d) To promote a fair and equitable workplace, to contribute to the improvement of the internal system of justice and to provide staff with counselling and advisory services;

(e) To contribute to the development of progressive and competitive conditions of service by formulating within the Organization and coordinating with organizations of the common system policies and procedures regarding human resources management, salaries, allowances, benefits and conditions of service of staff.

Outputs

27C.36 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies*

(i) Substantive servicing of meetings. Substantive servicing of formal meetings and informal consultations of the Fifth Committee on matters related to the United Nations common system, including conditions of service and compensation, staff development and training, performance management, career development, competitive examinations and the internal justice system;

(ii) Parliamentary documentation. Reports to the General Assembly on human resources management policy issues, including issues related to the common system, such as conditions of service and compensation, staff development and training, performance management, career development, competitive examinations and the internal justice system;

(b) *Published material*

Promulgation of salary scales, administrative and information circulars and updates to the *Organization Manual*;

(c) *Administrative support services*

(i) Common system, compensation and inter-agency policy

a. Formulation of policies and procedures regarding salaries, pensions, allowances and other entitlements within the Organization through substantive participation in meetings of the International Civil Service Commission, the Advisory Committee on Post Adjustment Questions and the Consultative Committee on Administrative Questions and coordination of such policies and procedures with other organizations of the common system;

b. Monitoring of the implementation of policy instructions and guidelines relating to salaries, allowances and other entitlements;

c. Conduct salary surveys at a number of duty stations; review, approval and issuance of salary scales resulting from the analysis of data collected in the course of salary surveys conducted in more than 180 duty stations;

d. Revision of the electronic database (current and historical) of all General Service and National Officer salary scales (containing more than 1,500 scales); automated processing and transmission of salary survey data to other United Nations agencies and field duty stations; and implementation of emoluments packages for all categories of staff on a timely basis;

e. Reviews of conditions of service in relation to ungraded high-level officials of the United Nations, the International Court of Justice and the international tribunals and analysis of the levels of honoraria thereon; and establishment, review and updating of allowances and other entitlements related to peacekeeping operations;

f. Management of classification policy, participation in the development and improvement of the classification system, including the development of generic job descriptions; provision of advice on job design and organizational structure; assistance in the implementation of the classification standards; and review of classification appeals;

(ii) Appeals and disciplinary matters

a. Provision of advisory services to programme and line managers in the implementation of human resources policies pertaining to the administration of justice, including provision of legal assistance in the handling of appeals and disciplinary matters;

b. Review of requests by staff alleging violation of the terms of appointment and liaison with and advice to departments and offices on how to proceed, including settlement wherever possible;

c. Preparation and submission of the Secretary-General's response in appeals filed before the Joint Appeals Board; and representation of the Secretary-General at and contribution to the deliberations of the Board;

d. Review of disciplinary matters referred to the Office with a view to determining whether or not disciplinary charges are warranted; preparation of recommendations for disciplinary actions as appropriate; preparation and submission of written presentations to the Joint Disciplinary Committee; and representation of the Secretary-General before the Committee in oral hearings;

(iii) Staff development and career support

a. Management of centrally coordinated staff development and learning programmes aimed at building core organizational and managerial competencies, in particular programmes to develop leadership, managerial and supervisory capacity and the ability to manage human and financial resources, particularly in a decentralized environment;

b. Management of a decentralized programme for the upgrading of substantive and technical skills of staff at all levels throughout the Secretariat, including allocation of funds to individual departments and offices on the basis of annual plans; analysis of plans; monitoring of expenditures and the impact of training; and provision of advisory services and support to departments and offices;

c. Implementation of language and communication programmes at Headquarters and provision of advisory services to support language programmes at other duty stations with a view to promoting multilingualism and respect for cultural diversity throughout the Secretariat;

d. Provision of career support programmes for staff at all levels, including special development programmes for new Professional staff; succession planning; career planning workshops and lectures; career counselling; and overseeing the introduction of a programme of managed reassignments for entry-level Professional staff;

e. Support to managers and staff in the implementation of performance management in the Organization, including monitoring to ensure consistency of application of the performance appraisal system Secretariat-wide and provision of training and advisory services to develop required skills;

(iv) Competitive entry processes

a. Administration of national competitive recruitment examinations at the P-2 level, to be held in some 25 to 30 countries per year in 14 occupational groups; and administration of P-3 national recruitment examinations as P-3 vacancies are identified. Competitive recruitment examinations will focus on Member States that are unrepresented, under-represented or in the lower part of their recruitment ranges;

b. Administration of competitive examinations for promotion from the General Service and related categories to the Professional category in six to eight occupational groups per year;

c. Administration of examinations at the P-2 and P-3 levels for posts requiring special language competence;

d. Administration of tests at Headquarters for recruitment of General Service staff (clerical, stenographic, statistical and accounting and conference typists) for an estimated 2,000 candidates annually;

e. Management of the internship programme for approximately 450 interns per year;

(v) Staff counselling

a. Coordination of counselling for personal, family, immigration, insurance, educational and legal matters; counselling on work-related difficulties, permission to work issues and substance abuse recovery; bereavement counselling; provision of support in case of critical incidents; and so on (comprises approximately 4,000 enquiries by staff of the United Nations, UNDP, UNFPA, the United Nations Office for Project Services and UNICEF annually);

b. Contribution to the review and development of policies and procedures related to staff welfare and mental health;

c. Organization of the annual pre-retirement programme (approximately 350 participants annually), including the production and Secretariat-wide distribution of pre-retirement booklets (1,500 copies annually);

d. Administration of the Staff Benevolent Fund (processing about 200 loans and servicing approximately 45 meetings of the Fund's board annually).

Resource requirements (at current rates)

Posts

27C.37 The estimated requirements of $9,714,300 would provide for the continuation of 58 established posts as indicated in table 27C.9.

Other staff costs

27C.38 The provision of $442,800, reflecting a decrease of $66,000, relates to general temporary assistance requirements in connection with the high volume of cases of the Administrative Law Unit and for peak workload periods of the units within the Division ($421,400); and overtime to cover needs with respect to peak workload periods ($21,400).

Consultants and experts

27C.39 The provision of $73,700, reflecting an increase of $11,500, would cover specialized employee assistance services and specialized services related to the preparation of examination material.

Travel

27C.40 The provision of $302,600, reflecting a decrease of $7,800, is requested for travel related to competitive examinations, compensation surveys, staff development and career support activities and travel of staff to meetings of the Consultative Committee on Administrative Questions and other inter-agency coordination meetings.

General operating expenses

27C.41 The estimated requirement of $97,500, reflecting a decrease of $14,300, relates to the cost of videoconferencing, the rental of space and office equipment required to conduct competitive language examinations worldwide ($20,500) and maintenance of office automation equipment and a share of the maintenance and support of the LAN technical infrastructure (including central servers) necessary for the support of central management services such as e-mail and UNIX for IMIS ($77,000).

Hospitality

27C.42 The provision of $2,400, at maintenance level, would cover hospitality requirements.

Supplies and materials

27C.43 Total requirements of $25,800, reflecting a decrease of $36,500, would cover the cost of office automation supplies as well as other supplies for the Division, with the exception of training materials, the cost of which is included in the resource requirements under section C below.

Furniture and equipment

27C.44 The provision of $157,200, reflecting a decrease of $119,300, would cover replacement of office automation equipment ($129,300) and acquisition of office automation and other equipment for the Division ($27,900), with the exception of training equipment, which is included under section C below.

3. Medical services

Table 27C.10 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	2 551.1	2 311.6	(110.9)	(4.7)	2 200.7	120.6	2 321.3
Other staff costs	294.0	136.8	(39.7)	(29.0)	97.1	4.9	102.0
Travel	11.8	11.3	7.8	69.0	19.1	0.9	20.0
General operating expenses	1.5	17.8	15.4	86.5	33.2	1.6	34.8
Supplies and materials	400.3	271.3	28.5	10.5	299.8	14.6	314.4
Furniture and equipment	177.6	37.3	194.5	521.4	231.8	11.3	243.1
Total	**3 436.3**	**2 786.1**	**95.6**	**3.4**	**2 881.7**	**153.9**	**3 035.6**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
–	1 379.8	Support of extrabudgetary administrative structures	1 379.8
		(ii) Extrabudgetary activities	
	10.0	Support to extrabudgetary substantive activities	–
693.0	977.5	Peacekeeping operations	977.5
		(b) Substantive activities	
2.5	–	Trust Fund for Staff Health Promotion	–
–	–	(c) Operational projects	–
695.5	**2 367.3**		**2 357.3**
4 131.8	**5 153.4**		**5 392.9**

Table 27C.11 **Post requirements**

Organizational unit: Medical Services Division

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
D-2	1	1	–	–	–	–	1	1
D-1	1	1	–	–	–	–	1	1
P-5	1	1	–	–	2	2	3	3
P-4/3	1	1	–	–	1	1	2	2
Total	**4**	**4**	**–**	**–**	**3**	**3**	**7**	**7**
General Service category								
Principal level	2	2	–	–	3	3	5	5
Other level	8	7	–	–	8	8	16	15
Total	**10**	**9**	**–**	**–**	**11**	**11**	**21**	**20**
Grand total	**14**	**13**	**–**	**–**	**14[a]**	**14[a]**	**28**	**27**

[a] Posts in support of extrabudgetary administrative structures: one P-5 and nine General Service (three Principal level and six Other level); posts financed from the support account for peacekeeping activities: one P-5, one P-4 and two General Service (Other level).

27C.45 The Medical Services Division is directly responsible for the health, medical care and welfare of the worldwide staff of the United Nations and its funds and programmes, including 11,000 New York-based staff and more than 33,000 staff in other duty stations. The Division also provides technical advice on all medico-administrative matters and plays a leading role in the system-wide coordination of medical policies and implementation of staff benefit programmes.

27C.46 The main objective of the Division is to ensure that all staff members are fit to carry out their duties and to achieve the goals of their respective organizations. This objective is pursued by establishing medical standards for recruitment; providing clinical and health promotion services to New York-based staff of the United Nations programmes and agencies; and assuring worldwide staff access to adequate medical care in the most cost-effective manner.

27C.47 Medical standards and policies will be reviewed continuously in the light of a changing medical environment as well as the changing needs of the organizations. Those standards will be used as guidelines for the medical services of the entire United Nations system and the military medical units of peacekeeping operations and troop-contributing countries. The Division will continue to administer certain staff benefit programmes under appendix D to the Staff Rules and disability benefits under article 33 of the Regulations and Rules of the United Nations Joint Staff Pension Fund.

27C.48 The results to be accomplished include uniform system-wide medical policies; improved overall staff health and productivity; a small number of medical disability cases and service-related injuries and illnesses; protection of staff benefit programmes; and client satisfaction. With regard to field staff, field visits will continue to be made to ensure that staff members and their dependants have access to adequate medical care. This will be accomplished by assessing all available medical facilities, establishing new and/or strengthening existing United Nations dispensaries in hardship duty stations, streamlining medical evacuation procedures and resolving many medico-administrative issues.

Outputs

27C.49 During the biennium 2000–2001, the following outputs will be delivered:

Administrative support services

Medical services

(a) Health policies and medical standards for recruitment/reassignment will be reviewed continuously and updated in the light of the changing medical environment as well as the changing needs of the organizations. Those standards will be used as guidelines for the medical services of the entire United Nations system and for the military medical units of peacekeeping operations and troop-contributing countries. Medical clearances will continue to be prioritized according to the needs of the organizations;

(b) Clinical services will continue to be provided to New York-based staff of all United Nations agencies at the Medical Service located at Headquarters, including at UNDP and UNICEF. Those services include conducting medical examinations, providing care for emergencies and episodic ailments, providing consultations, immunizations and laboratory and radiological investigations; offering advice on the use of local facilities, providing liaison with military medical units of peacekeeping missions, providing advice on request for medical evacuations and making field visits for on-site assessment on request;

(c) All of the medico-administrative activities will continue to be performed in accordance with the Staff Rules and established policy directives. This will entail certification of sick leave beyond delegated authority; advising management on requests for special dependency allowance, special education grant and travel restrictions; advising the Advisory Board on Compensation Claims on medical aspects of compensation claims submitted by or on behalf of United Nations staff, military observers and civilian police monitors; reviewing death and disability claims submitted to the Department of Peacekeeping Operations by troop-contributing countries; verification of medical bills; and recommending staff for disability benefits from the United Nations Joint Staff Pension Fund when medically justified;

(d) In order to monitor closely the delegated medical functions, annual visits to three regional economic commissions by the Medical Director or a medical officer designated by him or her would be undertaken. Furthermore, training of the chief medical officers from three regional economic commissions will be provided.

Resource requirements (at current rates)

Posts

27C.50 The estimated requirement of $2,200,700, reflecting a decrease of $110,900, would provide for the posts detailed in table 27C.11. The decrease relates to the proposed abolition of one General Service (Other level) post of an administrative assistant. The workload in the administrative area of the Division has diminished following the introduction of IMIS and the delegation of authority to the field.

Other staff costs

27C.51 The requirement of $97,100, reflecting a decrease of $39,700, would provide for: (a) general temporary assistance for the replacement of nurses and secretarial and clerical staff during periods of extended sick leave and maternity leave ($34,600); (b) overtime for peak periods of work ($19,700); and (c) fees of specialists, including a radiologist ($6,300), a psychiatrist and an ophthalmologist ($36,500).

Travel

27C.52 Resources of $19,100, reflecting an increase of $7,800, would be required for attendance at the annual meeting of medical directors, participation in the meetings of the Inter-Agency Advisory Group on HIV/AIDS and the Consultative Committee on Administrative Questions in Geneva, and for monitoring

medical practices at the regional commissions following the delegation to them of some medical clearance responsibilities.

General operating expenses

27C.53 A provision of $33,200, reflecting an increase of $15,400, relates to the Division's share of the maintenance and support of the LAN technical infrastructure (including central servers) necessary for the support of central management services such as e-mail and UNIX for IMIS ($30,200) and for the maintenance and repair of sophisticated automated medical equipment ($3,000).

Supplies and materials

27C.54 Total requirements of $299,800, reflecting an increase of $28,500, would cover the cost of acquiring medical supplies, vaccines, medications, laboratory and X-ray supplies, nursing items, subscriptions and the like.

Furniture and equipment

27C.55 A provision of $231,800, reflecting an increase of $194,500, relates to the replacement of a biochemistry analyser ($180,000) and the acquisition and replacement of office automation equipment and specialized software ($51,800).

C. Training and staff development programmes

Table 27C.12 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Contractual services	8 799.5	14 199.9	1 443.5	10.1	15 643.4	760.0	16 403.4
Total	**8 799.5**	**14 199.9**	**1 443.5**	**10.1**	**15 643.4**	**760.0**	**16 403.4**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
19.4	328.9	Support of extrabudgetary administrative structures	330.3
		(ii) Extrabudgetary activities	
–	–	Technical cooperation reimbursement resources	–
		(b) Substantive activities	
1.7	–	French Language Trust Fund	28.2
–	–	(c) Operational projects	–
21.1	**328.9**	**Total**	**358.5**
8 820.6	**14 528.8**	**Total (1) and (2)**	**16 761.9**

27C.56 The proposed activities under this section are under the responsibility of the Staff Development and Learning Service of the Specialist Services Division. In accordance with the integrated approach to all management

issues, which is a key element of the human resources reform effort, the staff of this Service deal not only with training issues, but also with performance management, competency development, career support programmes and counselling and other human resources management policy issues.

27C.57 The Secretary-General's human resources management reform agenda stresses the need for strengthening the staff and building a competent, multi-skilled, versatile and independent international civil service. In this context, the Secretary-General attaches high priority to creating a culture that promotes continuous learning and staff development leading to career growth. He has emphasized that building and maintaining the professional competence of staff is a critical investment in the Organization's future. The Secretary-General's Task Force for Human Resources Management Reform reinforced this view, stating that investment in change, and particularly in capacity-building of the staff, was critical to the success of the overall reform process and required increased allocation of resources to staff development.

27C.58 Developing a new organizational culture in the global Secretariat is a long-term endeavour. In line with the objectives of the Secretary-General's reform programme, it is being approached in an integrated manner through the introduction of new systems of performance management, career planning and support, as well as programmes for skill development aimed at upgrading skills and promoting attitudinal change. Accordingly, for the biennium 2000–2001, emphasis will be placed on and resources will be targeted to building organizational capacity in five key areas essential for increasing productivity, flexibility and the ability of the Organization to meet its mandates. These include management development, information technology training, human and financial resources management, particularly in a decentralized environment with increased delegation of authority and accountability, upgrading of specific substantive and technical skills and career support programmes and language and communication skills.

Outputs

27C.59 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Management development*. An integrated series of managerial development programmes would be offered to continue to build and sustain the Organization's leadership and managerial capacity and to promote a responsive, results-oriented culture that supports continuous learning, high performance and managerial excellence. The programme of activities for the biennium would include:

(i) Organization of management seminars for senior managers to enhance their capacity to foster a new management culture and to lead organizational change;

(ii) Ongoing Secretariat-wide implementation of people management training programmes to build specific managerial skills and competencies required by senior and middle-level managers to manage people effectively;

(iii) Ongoing Secretariat-wide implementation of the supervisory skills programme and follow-up to the programme to develop the communication skills and supervisory abilities of senior General Service and junior Professional staff who have supervisory responsibilities;

(iv) Ongoing Secretariat-wide implementation of a modular General Service development programme designed to build essential skills for General Service staff in areas such as communication, teamwork, client service and work management;

(v) Secretariat-wide implementation of programmes to strengthen conflict resolution and collaborative negotiation skills of staff at all levels;

(vi) Design and progressive implementation of a modular series of development programmes to reinforce and strengthen support to line managers charged with managing human and financial resources in a decentralized environment with increased delegation of authority and accountability;

(vii) Provision of support to managers to assist them in effectively implementing principles of performance management by offering training and guidance in developing work plans and performance indicators and in monitoring and evaluating performance;

(viii) Promotion of gender and cultural sensitivity through the implementation of a range of development and learning activities, as well as inclusion of gender and diversity issues in ongoing staff development programmes;

(ix) Further development of applications for core and managerial competency models, including recruitment profiles, assessment centres and training programmes, in order to systematically develop competencies;

(b) *Information technology training*. Information technology training programmes would be offered in order to provide staff with the knowledge and skills to access and use the information technology resources of the Organization to deliver their work programmes and manage information more effectively and efficiently. Responsibilities for the coordination of training for IMIS, which was previously carried out by the IMIS project team, would be assumed by the Office. Information technology training activities to be carried out during the biennium would include:

(i) Training at all duty stations to improve the performance of staff in their use of Organization-wide software applications, including the transition to new software standards and the use of network resources, such as electronic mail, group calendaring and scheduling and Internet-based information applications;

(ii) Provision of specialized training to departmental computer support staff in the design, development and implementation of applications in a client/server computing environment and for specific departmental computer applications;

(iii) Implementation of training for managers in managing information and using information technology as a tool for decision-making;

(iv) Upgrading and expanding access to self-study and distance learning programmes via LANs and the Internet/Intranet;

(v) Coordination of the delivery of training programmes related to the use of IMIS;

(c) *Human and financial resources management*. Activities to strengthen organizational capacity in human and financial resources management would include:

(i) Updating and continued implementation of programmes to develop capacity in administrative areas such as personnel, budget and finance and procurement;

(ii) Updating and continued provision of programmes to train a cadre of qualified staff for administrative and leadership positions in field missions;

(iii) Ongoing implementation and introduction of new programmes to build the capacity of staff required to perform new human resources and financial functions in a decentralized environment with increased delegation of authority and accountability;

(d) *Substantive skills development and career support*

(i) The Secretariat-wide substantive skills development programme would offer opportunities to staff to upgrade and update substantive and technical skills. It would provide managers with a tool for ensuring that the specialized competence needed for carrying out the substantive work of their departments and the flexibility to respond to changes in mandates and new responsibilities are developed and maintained. At the same time it would provide staff with opportunities for professional growth. The programme would operate in a decentralized manner through annual training plans formulated by departments on the basis of their priority needs and would incorporate individual training requirements identified during performance

management discussions. Plans would be reviewed to ensure the most cost-effective allocation of funds, activities would be monitored and reports on expenditures and on the impact of training undertaken would be evaluated on an annual basis. Activities under this programme could include specialized training, research, seminars, refresher courses, professional conferences and workshops. Such training may be carried out internally or externally, including through national institutions;

(ii) The sabbatical studies programme would provide a small number of staff each year with the opportunity to carry out research at academic institutions for up to four months in areas that benefit the staff member and the Organization;

(iii) Further initiatives to be undertaken to strengthen the Organization's career support efforts during the biennium include:

a. Expanding and strengthening orientation programmes for new staff;

b. Supporting implementation of the managed reassignment programme for junior Professionals;

c. Extending career support programmes, including career planning workshops, career counselling and the establishment of career resource centres;

(e) *Multilingualism: language and communications programme.* In accordance with General Assembly resolutions 2480 B (XXIII) of 21 December 1968, 43/D of 21 December 1988 and 50/11 of 30 October 1995, the Organization provides language courses in the six official languages. Conversation and special language courses enable staff members to maintain their linguistic skills and to develop their abilities to use the languages for job-related purposes. The specific activities would include:

(i) Promotion of multilingualism through the delivery of core training programmes in the six official languages as well as specialized courses to maintain and develop advanced language skills;

(ii) Management of the self-study centre, which provides staff with the opportunity to develop their linguistic and communication skills through the use of audio, video and multimedia materials;

(iii) Provision of advisory services to support language programmes at all duty stations through regular consultation and provision of pedagogical assistance;

(iv) Implementation of programmes to develop staff members' communication skills in areas such as conducting meetings, drafting reports and correspondence and their presentation skills;

(v) Preparation, administration and correction of the language proficiency examinations.

Resource requirements (at current rates)

27C.60 The total estimated resources ($15,643,400) proposed to carry out the training and staff development activities described above reflect an increase of $1,443,500. The additional resources would enable the Secretary-General to make available an expanded range of programmes aimed at building and strengthening core organizational and managerial competencies; to provide greater opportunities for staff at all levels to upgrade specific technical and substantive skills; to support the decentralization of human and financial resource management responsibilities; and to strengthen career support mechanisms. The resources requested would cover all requirements for Secretariat-wide training, with the exception of language training at offices away from Headquarters, for which provision is made in the budget sections related to those offices.

27C.61 The resources would be allocated as follows:

(a) *Management development.* A provision of $4,672,100, including an increase of $427,300, would be required to continue implementing an integrated series of managerial development programmes for staff at all levels, as detailed in paragraph 27C.59 above, including people management, supervisory

skills, General Service staff development, negotiation skills, gender and diversity programmes and special development programmes for new Professional staff. New modular programmes would be introduced to build specific core and managerial competencies and to build requisite skills for managing human and financial resources in a decentralized environment with increased delegation of authority and accountability;

(b) *Information technology*. An amount of $3,034,000 would be required for the provision of information technology training programmes as detailed in paragraph 27C.59 above, particularly in the context of the decentralized programme for technical skill upgrading, as well as to expand the use of distance learning;

(c) *Human and financial resources management*. A provision of $1,480,100, including an increase of $16,200, would be required for the continuation and strengthening of programmes to build administrative skills and to enhance the capacity to manage human and financial resources, particularly in a more decentralized environment;

(d) *Upgrading of substantive skills and career support*. A provision of $3,824,700, including an increase of $1,000,000, would be required to enable the Organization to substantially increase funds made available to individual departments in the context of the decentralized programme for the upgrading of substantive skills, in view of the large gap between available resources and the quantity and range of needs identified by department heads, as well as to improve career development opportunities for staff at all levels. Increased funds are also required to extend career support programmes and to support implementation of the programme of managed reassignments for entry-level Professional staff;

(e) *Language and communications*

(i) An amount of $2,260,500 is required to cover the salaries of 20 full-time language teachers at Headquarters;

(ii) An amount of $300,000 is required for the salaries of part-time language teachers;

(iii) An amount of $72,000 is required for the cost of development, external printing and correction of four language proficiency examinations during the biennium.

Table 27C.13 **Summary of follow-up action taken to implement relevant recommendations of the internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/52/7 (Chap. II, Part VIII))	
The narrative portions of section 27C are unnecessarily lengthy and verbose. The Committee recommends that in future the section be more focused, stating clearly the services to be provided and the approach to be taken to provide such services efficiently (para. VIII.35).	The observation is noted and the recommendation has been taken into account.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Committee recommends that consultations be held between the United Nations and UNDP/UNFPA and UNICEF so that agreement would be reached on appropriate rates for reimbursing the United Nations for the cost of medical supplies (para. VIII.44).	A meeting was held on 9 June 1998 among the Office of Human Resources Management, the Office of Programme Planning, Budget and Accounts, UNDP, UNFPA and UNICEF on the issue. The following actions were agreed upon: (a) to submit separate 1998 workload statistics for UNFPA and the United Nations Office for Project Services instead of combining them with UNDP as has been done in the past; (b) to give the number of cases rather than actions for the workload statistics; and (c) to give the totals of the statistics on the basis of which the resulting percentage shares of the Organization might be determined.
A consistent treatment should be adopted and reflected in the 2000–2001 proposed programme budget on the presentation of the estimates for medical services throughout the budget (para. VIII.47)	Given the specific arrangements in place at different locations, an entirely uniform treatment cannot be adopted in respect of the presentation of medical services throughout the budget.
The proposed programme budget should include information on the role of training institutions in Member States with a view to assessing the cost-effectiveness of training of United Nations personnel in such institutions (para. VIII.58).	Information is being gathered on this subject. If suitable facilities are available from Member States and arrangements are financially feasible, proposals for such training would be included in future proposed programme budgets.
The Committee recommends that a comprehensive evaluation of all United Nations training programmes be undertaken irrespective of the source of funding, similar to that carried out for UNFPA (para. VIII.59).	An evaluation of the Secretariat training programmes is being conducted during the first half of 1999.
Committee for Programme and Coordination (A/52/16/Add.1)	
Any measure of delegation of authority in human resources management activities from the Office of Human Resources Management to other units must be preceded by the introduction of an adequate system of accountability and responsibility (para. 18).	Rules regarding the delegation of responsibility for the upgrading of substantive skills accompanied by guidelines and reporting and monitoring mechanisms are set out in administrative instruction ST/AI/1997/4.
Board of Auditors (A/53/5 and Corr.1 (vol. I))	
The Board recommends that the Administration formulate and implement a strategy for career development without delay (para. 113).	A career development policy has been formulated and is being implemented.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommended and the Administration agreed that, as part of the ongoing reforms, the Administration should determine and implement the optimum ratio of personnel engaged in programme activities to those engaged in administration and management (para. 119).	The need to limit the number of support posts relative to substantive ones has been taken carefully into account in formulating the current budget.
The Board recommends that the Administration ensure full compliance with the established instructions on engagement of consultants (para. 123).	During its fifty-third session, the General Assembly reviewed several reports on the use of consultants in the Organization (A/53/548, A/53/385, A/53/691). One in particular (A/53/385) set guidelines to be used by departments and offices which use consultants. It clearly delineated the role of the programme managers and the role of the Office of Human Resources Management, and established the responsibility for monitoring by the Office to oversee the application of the guidelines by programme managers. The guidelines have been adopted by the General Assembly.
Office of Internal Oversight Services (A/51/804)	
The Office recommends the provision of training to relevant personnel in developing contract specifications (para. 36).	Follow-up action on this recommendation has been initiated with the Procurement Division.
Office of Internal Oversight Services (A/52/813)	
Training needs should be identified and a formal procurement-specific training programme developed in cooperation with the Office of Human Resources Management (para. 52)	A needs assessment has been conducted on the basis of which a programme will be designed.
Office of Internal Oversight Services (A/52/814)	
The various logs required under the relevant administrative instructions, which are currently maintained manually, should be maintained instead on a computerized basis (para. 31 (a)).	The Office of Human Resources Management is progressively shifting to computerized logs for most records within the office. In particular, the Office recently developed a database for the recording of exceptions granted to staff rules and regulations.
To the extent necessary, appropriate modifications should be made to the IMIS personnel module to ensure that data pertaining to the various categories of personnel referred to in the existing guidelines are recorded and can be reported on separately (para. 31 (b)).	In some instances, facilities are already available within IMIS to record various categories of personnel. In addition, the Office has requested specific modifications to IMIS so that this information can be recorded and retrieved expeditiously. Such modifications will be completed subject to the availability of resources to make the changes in IMIS.

Brief description of the recommendation	*Action taken to implement the recommendation*
New control procedures should be set up and incorporated in the revised guidelines with clearer definitions of terms to ensure that the distinction between consultants and various other categories of personnel engaged under special service agreements is strictly observed (para. 31 (c)).	The report of the Secretary-General on comprehensive guidelines for the use of consultants in the Secretariat (A/53/385), which has been reviewed by the Advisory Committee on Administrative and Budgetary Questions and the General Assembly, provides clear definitions and distinctions between consultants, individual contractors, participants in advisory meetings and institutional and corporate contractors.
The revised guidelines should provide for a new term — "institutional or corporate consultants" — that are hired to perform non-consultancy functions (para. 31 (d)).	Proposals made in document A/53/385 clearly define the terms "institutional or corporate consultants" and provides a clear definition of them.

Office of Human Resources Management
Proposed organizational structure and post distribution for the biennium 2000-2001